Reviewing our Recruitment Process

Developments Prior to 2012

1.   Prior to 2012, large improvements had been made to the recruitment process with Powys County Council being seen as a champion of the Trent HR system being both innovative and creative in the way in which it utilised the system.

1.1   In 2010, PCC were the first Trent user to translate their web recruitment site into any language let alone Welsh. The outcome from this development work was that all applicants were treated equally and could apply in their language of choice, Welsh or English. The Recruitment Team still regularly advise other local authorities in Wales who are Trent users on how this was achieved and assist in resolving any issues that they may have.

1.2   In 2011, ground breaking work was developed in Trent whereby newly appointed employees were sent an online link to an 'Onboarding' system where they could enter all of their information required for payroll, occupational health purposes etc. including a Bank Details Form and Next of Kin Details. Links were also including to the Health and Safety Policies and HMRC. All of this information was previously sent out to new employees in a paper format which were very costly both to produce and post out therefore there was a significant cost saving acheived.

1.3   'Onboarding' online had not been considered by other Trent customers and a great deal of interest was shown in this new concept, it was demonstrated at various conferences and events, some customers are now only just considering this option and again regularly contact the Recruitment Team for advice and guidance on how to implement, again this is translated into Welsh.

2013 – Impact from Job Evaluation

2.   In April 2013, when job evaluation was implemented, the recruitment process was adapted to consider the needs of JE including ensuring that all requests to advertise positions included a JE code, this was then audited by the Recruitment Team on receipt of an advert. This ensured that the most recently evaluated job description/ person specification was used when advertising a position.

2.1   All forms including Job Description/ Person Specification and Candidate Assessment Forms (used at interview) were also updated to include a field for a JE code to ensure consistency and that the correct, most up to date codes and Job Descriptions were being used.

2014 – Starter/ Leaver Process Review

3. In 2014, a Starter/ Leaver review was initiated and a small Project Team was set up consisting on various Managers throughout the Authority to review some areas of the recruitment process. From this work, the concept of 'Recruitment Pools' was piloted in some areas where there was a high volume of vacancies e.g. Catering, Cleaning and Leisure. Unfortunately, take up from applicants was very low particularly in Catering and Cleaning, some success was experienced in Leisure but they have now moved to Freedom Leisure so this was discontinued.

3.1 Following a recommendation from the Project Team, the requirement for Managers to obtain approval from both the Strategic Director and Head of Service prior to advertising was ceased, this removed delays of up to three weeks from the recruitment process.

3.2 As part of the review the reference process was also amended to reflect changes in requirements for obtaining references as below, this was based on there always being a requirement for an employee to have two references on file;

- If internal to a service area – no further references required
- If moving to another service area – one reference required from current Line Manager
- If external – two references required

This has reduced recruitment times considerably.

2015 – Full Review of Policies, Websites and Application Forms

4. All of the policies relating to recruitment were reviewed including the Recruitment, Redeployment Policies and Safer Recruitment Guidance, these are all published on the intranet.

4.1 The public internet site was cleansed of old, redundant documents and all information updated as appropriate. To meet with the revised compliance requirements of the Welsh Language Act, all documents are available in English and Welsh.

4.2 The staff intranet has also been fully updated with revised forms for Managers and Staff to freely access, these are again available in both English and Welsh.

4.3 The application forms have been reviewed by the Recruitment Team, HR, DBS and Welsh Units to ensure that the information contained in them is up to date. Following comments received from recent Customer Surveys with regard to confusion being caused by having both English and Welsh on the same pages, the manual/ paper forms have been amended with a Welsh only version at the front and English only at the rear, this gives the applicant a

clear choice of which language they wish to apply in and they can separate the forms as appropriate.

4.4 All documentation that was previously posted out to applicants, new employees etc. at significant cost is now emailed out when an email address is provided.

4.5 The Induction Handbook has been included in the 'Onboarding' process via a link. This ensures that new employees have access to vital information before their actual start date including the One Powys Plan, structure of the Council, Data Protection and Equalities information.

4.6 Safer Recruitment Training has continued with well in excess of 1500 Managers, Head Teachers and Governors having been trained since 2010. Autumn sessions with schools were well attended in 2015 with 70 Head Teachers and Governors receiving training.

2016 – Full and Comprehensive Review

5. **Starters & Leavers Project**

The Objective of this project is a full review and analysis of the Powys County Council Starters & Leaver Processes to provide proposals for a redesigned process with the aim of introducing more effective and efficient practice. This will improve the efficiency and effectiveness of Starter / Leaver process to support the recruitment of the right person to post, ensuring appointees are appropriately equipped to undertake their duties the day they start and safeguarding the Councils assets when employees leave.

5.1 **Current Status**

The Employment Services group met recently agreed key priorities going forward based on customer, risk and operational demand. The priorities agreed were;
- Asset Set Up & Retrieval
- On-Line Application Form Priority
- References
- J.E Improvement
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A project lead from the Change & Improvement team has been identified who is now in the process of updating the project business case and plan.

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